

**EFFECT OF CHANGE MANAGEMENT ON  
OPERATIONAL EXCELLENCE IN THE  
ELECTRICAL AND ELECTRONICS INDUSTRY**

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EXCELLENCE IN THE ELECTRICAL AND ELECTRONICS INDUSTRY**

**By**

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## ABSTRACT

Although the electrical and electronics (E&E) industry is the leading manufacturing sector in Malaysia, the industry's share of all exports has decreased gradually during the last ten years. To compete in the marketplace, E&E organizations need to focus on making the most effective use of resources in their operations to ensure sustainability of growth. Such growth can be enhanced by having effective management of change (MOC) that employee commitment supports. The present study examines the relationship between six MOC elements (technology, structure, strategy, leadership, human resource & culture) and operational excellence (OPX) and employees' affective commitment to change (ACTC) as a moderating variable. A survey of a sample of E&E manufacturing sector in Malaysia was conducted. Data were analyzed using multiple regression and hierarchical regression. The theoretical framework was guided by resource-based perspective. The analysis found significant, positive relationships between organic structure, operations strategy, transformational leadership style and human resource practices on achievement of OPX. The research had mixed findings, but supported the moderating effect of ACTC on relationship between the MOC and OPX. This study was limited because it was confined solely to the Malaysian E&E industry and suggests that future research could be conducted in other industries. The results of this study could promote a better understanding of the OPX in the E&E industry and its implications for activities concerning operational management and managing change, thus contributing to a wider body of knowledge. Success in change depends upon the proper integration of organic structure, operations strategy, transformational leadership style and human resource practices. Therefore, the recommendation to management is to establish policy, systems and processes by integrating both hard elements (structure & strategy) and soft elements (leadership & human resource) in strategic planning and future directions.

**Keywords:** Operational Management, Manufacturing Sector, Operational Excellence (OPX), Management of Change (MOC), Affective Commitment to Change (ACTC), Electrical and Electronics (E&E)

## ABSTRAK

Elektrik dan elektronik (E&E) adalah sektor pembuatan yang utama di Malaysia tetapi bahagian eksportnya telah menurun secara beransur-ansur dalam tempoh sepuluh tahun yang lalu. Organisasi E&E perlu memberi tumpuan kepada penggunaan sumber yang berkesan dalam operasi mereka bagi memastikan kemampanan perkembangannya. Ia boleh dipertingkatkan lagi dengan pengurusan berkesan dalam perubahan dan sokongan daripada komitmen pekerja. Kajian ini dibentuk untuk mengkaji hubungan antara enam elemen pengurusan perubahan (teknologi, struktur, strategi, kepimpinan, sumber manusia & kebudayaan) dan kecemerlangan operasi dengan komitmen afektif pekerja untuk mengubahnya sebagai moderator. Satu kajian berdasarkan sampel daripada sektor pembuatan E&E di Malaysia telah dijalankan. Data dianalisis menggunakan kaedah regresi berganda dan regresi hierarki. Perspektif teori yang berpandukan rangka kerja teori ini adalah pandangan berasaskan sumber. Analisis ini mendapati bahawa terdapat hubungan positif antara struktur organik, strategi operasi, gaya kepimpinan transformasi dan amalan sumber manusia dalam pencapaian kecemerlangan operasi. Kajian ini juga mendapati yang mana sebahagiannya menyokong kesan moderator oleh komitmen afektif terhadap hubungan antara pengurusan perubahan dan kecemerlangan operasi. Skop kajian ini hanya meliputi industri E&E di Malaysia yang menunjukkan jurang untuk penyelidikan masa hadapan dengan mengesahkan industri lain. Hasil kajian ini adalah untuk memberi pemahaman yang lebih baik mengenai kecemerlangan operasi dalam industri E&E dan implikasinya ke atas aktiviti-aktiviti yang berkaitan dengan operasi pengurusan dan menguruskan perubahan. Kejayaan dalam perubahan bergantung kepada integrasi daripada struktur organik, strategi operasi, gaya kepimpinan transformasi dan amalan sumber manusia. Oleh itu, pengurusan dicadangkan agar mewujudkan dasar, sistem dan proses mengintegrasikan kedua-dua elemen keras (struktur & strategi) dan elemen lembut (kepimpinan & sumber manusia) dalam perancangan strategik dan hala tuju pada masa hadapan.

**Kata Kunci:** Operasi Pengurusan, Sektor Pembuatan, Kecemerlangan Operasi, Menguruskan Perubahan Organisasi, Afektif Komitmen untuk Menukar

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## **LIST OF ABBREVIATION**

ACTC	=	Affective Commitment to Change
AMT	=	Advanced Manufacturing Technologies
B	=	Beta, Regression Coefficients
BEF	=	Business Excellence Framework
CSR	=	Corporate Social Responsibility
CTC	=	Commitment to Change
DV	=	Dependent Variable
EFA	=	Exploratory Factor Analysis
ERP	=	Enterprise Resource Planning
EFQM	=	European Foundation for Quality Management
FMM	=	Federation of Malaysia Manufacturers
FMT	=	Flexible Manufacturing Technology
ETP	=	Economic Transformation Programme
E&E	=	Electronic and Electronics
HR	=	Human Resource
HRM	=	Human Resource Management
ISO	=	International Standards Organization
IV	=	Independent Variable
JIT	=	Just In Time
KMO	=	Kaiser-Meyer-Olkin
MBNQA	=	Malcolm Baldrige National Quality Award
MPC	=	Malaysia Productivity Corporation
MV	=	Moderating Variable
MNCs	=	Multinational Corporations
MOC	=	Management of Change
NPC	=	National Productivity Corporation
QMS	=	Quality Management Standard
OPX	=	Operational Excellence
PA	=	Productivity Award
PCA	=	Principle Component Analysis
QMEA	=	Quality Management Excellence Award
RBV	=	Resource-based View
ROA	=	Return on Assets



ROE	=	Return on Equity
SME	=	Small Medium Enterprises
SMI	=	Small Medium Industries
TCE	=	Transaction Cost Economic
TBL	=	Triple Bottom Line
TQM	=	Total Quality Management
USA	=	United States of America
VIF	=	Variance Inflation Factor
WCM	=	World Class Manufacturer

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The rapidly changing landscape in the globalized market has put new demands on organizations. In order to stay ahead of competition, companies need to re-invent themselves by injecting new ideas and strategies to achieve business excellence. Excellence can be achieved by meeting or exceeding the expectations of all stakeholders. Furthermore, pursuing excellence keeps companies on the right track to achieve their goals and mission. More important, companies today face incredible pressure to improve continually products quality while simultaneously reducing costs, remaining flexible, meeting short lead-time delivery, and meeting legal, environmental and social requirements. The ability to achieve these goals depends to a large extent upon how well resources are managed against the on-going changing environment (Bayraktar, Jothishankar, Tatoglu, & Wu, 2007; Duggan, 2011).

To guide organizations on their journey towards excellence, investigations have focused largely on identifying critical variables that might better explain how organizational change can be managed to achieve the best effects (Kanter, Stein, & Jick, 1992; Saka, 2002). To examine such critical variables, this study will provide an insight into understanding the contemporary influential elements that affect business excellence, particularly excellence in operations. The influential elements may serve as pre-conditions for any company before embarking on the management

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